

STAFF REPORT

TO: Mayor and City Council DATE: January 8, 2008
VIA: Gary Jackson, City Manager
FROM: Roderick Simmons, Parks and Recreation Director
SUBJECT: Asheville Merchants Holiday Parade and Other City Parade Operation

Summary: Consideration of research illustrating how other cities manage and operate holiday parades.

Review: The proposal from the Asheville Merchants Corporation requesting the City of Asheville to take over the management of the Holiday Parade came before City Council on November 27, 2007. As a result council directed staff to research and prepare a report on how other cities operate and manage holiday parades.

Most parades are operated by non-profit community organizations, such as a merchants association or a local civic organization, and do so with support in the form of allocated staffing costs for police, fire and logistics from its local municipal government. Of the parades researched, those operated directly by a municipal government are most often small in size with the exception of the City of Durham, North Carolina. Many parades operate via partnerships with two or more community groups, a volunteer parade committee and a municipal government.

Please see the enclosed parade profiles memo dated November 28, 2007 that outlines how other select parades are managed in those cities reviewed.

Recommendation: This report is for informational purpose only.

Attachments:

- (1) Parade Profiles Memo
- (2) November 27, 2007 Staff Report
- (3) Letter from the attorney for the Asheville Merchants Corp.



TO: Roderick Simmons, Director

FROM: Melissa Porter, Festival Coordinator

SUBJECT: Parade Profiles

DATE: November 28, 2007

Per City Council's direction, enclosed please find a listing of various parades and the organizations that manage them. For comparison purposes, I've listed the population of the city, number of parade units and attendance. Asheville's Holiday Parade has 100 units.

Most parades have a theme (ex: A Holiday Tradition, Building Community Spirit, That Magical Christmas) that is used by a parade committee when evaluating and choosing the entries.

After conducting a simple on-line search for "Parades and Parks and Recreation Departments", hundreds of sites were available. My conclusion is it's not out of the ordinary for a Parks and Recreation Department to be the lead organizer of a parade, however at first glance; it seemed the cities were smaller in population. The City of Durham, NC is a good example and is profiled below.

Carolina's Thanksgiving Day Parade

Location: Charlotte, NC
City Population: 630,000
Estimated Attendance: 100,000
Parade Units: 150
Organizer: Carolina's Carrousel, Inc.
Comments: N/A

Winston-Salem Jaycees' Holiday Parade

Location: Winston-Salem, NC
City Population: 185,000
Estimated Attendance: 15,000
Parade Units: Unknown
Organizer: Winston Salem Jaycees'
Comments: N/A

City of Durham Holiday Parade

Location: Durham, NC

City Population: 209,000

Estimated Attendance: 10,000

Parade Units: 73

Organizer: Durham Parks and Recreation Department

Comments: This appears to be a "young" parade and there are no specific requirements listed for selection of parade units except for holiday costumes are required.

37th Annual Downtown Appleton Christmas Parade

Location: Appleton, WI

City Population: 72,000

Estimated Attendance: 50,000 – drawing from surrounding communities

Parade Units: 80

Organizers: Appleton Downtown Association and Appleton Christmas Parade Committee

Comments: Promoted as the "Largest Night Parade in the Midwest"

71st Annual Owensboro Christmas Parade

Location: Owensboro, KY

City Population: 55,000

Estimated Attendance: 10,000

Parade Units: 120

Organizers: Owensboro-Davies County Christmas Parade Association

Comments: N/A

31st Annual Montrose Christmas Parade

Location: Glendale, CA

City Population: 195,000

Estimated Attendance: 30,000

Parade Units: 150

Organizers: The Montrose Shopping Park Association, The City of Glendale, and Montrose, Verdugo City Chamber of Commerce

Comments: Application verbage includes, "Any entries consisting of advertising or expressing political, social viewpoints will not be acceptable and the criteria will be at the discretion of the parade association."

STAFF REPORT

TO: Mayor and City Council

DATE: November 27, 2007

VIA: Gary Jackson, City Manager *AD*

FROM: Roderick Simmons, Parks and Recreation Director

SUBJECT: Asheville Merchants Corporation Holiday Parade Proposal

Summary Statement: The consideration of a proposal by the Asheville Merchants Corporation for the City of Asheville to accept the management and operation of the Asheville Holiday Parade.

Review: The Asheville Merchants Corporation has operated the Asheville Holiday Parade in partnership with the City of Asheville for 60 years making it the area's most popular holiday event and drawing thousands of people to downtown Asheville. The Asheville Merchants Corporation traditionally provides resources for event management and operation, while the City provides logistical support via parks and recreation, building safety, parking services, police, fire and public works.

The Asheville Merchants Corporation anticipates a continued presence in the Asheville Holiday Parade, but its focus has evolved in recent years and no longer has the resources to continue as the lead organizer of the parade. As part of the transition to the City, the Asheville Merchants Corporation will commit to an annual sponsorship of \$20,000 for the first four years of operation by the City of Asheville.

Parks and Recreation staff has researched the proposal resulting in the following conclusions.

Financial Review: After testing the parade for potential sponsor interest and after a review of the proposed five-year parade financial plan, Parks and Recreation and Finance staff are confident the parade will support itself for direct operating cost. See the enclosed Asheville Holiday Parade financial analysis that demonstrates projected revenue and expense for both direct and indirect operating cost.

Events Task Team Review: The City of Asheville's current annual logistical support for the parade in parks and recreation, building safety, parking services, police, fire and public works is valued at \$20,461, which would continue in the event the parade is managed by the City.

The parade has significant logistical needs which require a considerable amount of planning with state, county and private agencies. The presence of private residences in the downtown area calls for additional safety and security needs. Special consideration and planning is necessary for roadway requirements and emergency services.

Public Review: Parks and Recreation staff and the Asheville Merchants Corporation hosted a public meeting on November 1, 2007 attended by 12 citizens. While most were in favor of the City of Asheville taking over parade management, two people voiced their opinion on calling it the Christmas Parade rather than Holiday Parade.

Legal Review: Government sponsored parades on public streets are activities that have significant implications under the First Amendment of the U.S. Constitution. With respect to the

criteria for selection of participants, care will need to be taken to ensure that the opportunity to participate in the parade is equally available to all citizens and organizations. These concerns are not as significant for non-governmental sponsors and organizations.

Recreation Board Review: The Recreation Board reviewed the parade proposal at its regular meeting on May 14, 2007 and approved the request, and recommends acceptance of the parade by the City of Asheville.

Staffing: Parade management is an appropriate match in the Parks and Recreation Department via the festival division since it has expertise in both special event management and fundraising via sponsorships. The festival division currently consists of four full-time and one part-time staff. To absorb parade management, it is recommended to convert the one part-time position to full-time to be responsible for parade management plus assist with all other events within the festival division.

Pros:

- Provide support and management for long-term sustainability of the parade
- Provide expert event management
- Develop positive sponsorship investment opportunities
- Increase revenue in the Festival Fund to offset increase cost to support parade operations

Cons:

- Expand the Festival Fund operating budget by \$10,000 in salary cost, although the amount will be offset by increased revenue
- Timing of the event will be challenging for existing staff responsibilities since the same staff is responsible for the production of the Asheville Film Festival which occurs one week prior to the parade.
- Extra considerations for increased state regulations and presence of downtown private residencies in administering parade logistics
- Public opinion to change the name of the parade from Holiday Parade to Christmas Parade

Recommendation: The Parks and Recreation Department requests City Council to provide direction regarding the City of Asheville accepting management and operation of the Asheville Holiday Parade.

Attachment:
Financial Report

Asheville Holiday Parade 5-Year Financial Analysis					
	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
<u>Revenue Sources:</u>					
Sponsorships	5,000.00	15,000	17,500	22,500	30,000
Entry Fees	10,012.00	10,500	11,000	11,500	12,000
AMA Contribution	20,000.00	20,000	20,000	20,000	0
Total Revenue	<u>35,012.00</u>	<u>45,500</u>	<u>48,500</u>	<u>54,000</u>	<u>42,000</u>
	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
<u>Direct Cost Expenses:</u>					
Operating Costs	25,000	26,250	27,500	28,800	30,200
Total Expenditures	<u>25,000</u>	<u>26,250</u>	<u>27,500</u>	<u>28,800</u>	<u>30,200</u>
Revenues Over (Under) Expenditures	<u>10,012</u>	<u>19,250</u>	<u>21,000</u>	<u>25,200</u>	<u>11,800</u>
<u>Indirect Cost Expenses:</u>					
Personnel Costs	30,473	31,386	32,327	33,296	34,294
Total Expenditures	<u>55,473</u>	<u>57,636</u>	<u>59,827</u>	<u>62,096</u>	<u>64,494</u>
Revenues Over (Under) Expenditures	<u>-20,461.00</u>	<u>-12,136</u>	<u>-11,327</u>	<u>-8,096</u>	<u>-22,494</u>

W. Louis Bissette, Jr.

Douglas O. Thigpen

Joseph P. McGuire

December 4, 2007

Doris Phillips Loomis

M. Charles Cloninger

Thomas C. Grella

Grant B. Osborne

T. Douglas Wilson, Jr.

Mr. Gary Jackson
City Manager
City of Asheville
70 Court Plaza
Asheville, NC 28801

HAND DELIVERED

RE: Asheville Merchants Corporation/Holiday Parade

Dear Gary:

Richard A. Kort

Frederick S. Barbour

John N. Fleming

Susan S. Barbour

Mary E. Euler

Sarah S. Thornburg

Douglas J. Tate

Christopher B. Lyman

Harris M. Livingstain

Jeffrey J. Owen

Rendi L. Mann-Stadt

Adam H. Reynolds

As attorney for the Asheville Merchants Corporation, I have been asked to respond to you on its behalf following the City Council's recent discussion and action on the Merchants' request to the City regarding the annual Asheville Holiday Parade.

The Asheville Merchants Corporation is very proud of its long history in the City and its sponsorship of the Asheville Holiday Parade for over 60 years. During that time, the Asheville Merchants Corporation and its predecessor have expended countless hours and funds in sponsoring this Holiday celebration for our community. It is very proud of its involvement in the parade and the thousands of volunteers who have made the event so successful over the years.

The comments that were made by members of the Asheville City Council regarding the Asheville Merchants Corporation and its efforts over the years were not received very well by the Asheville Merchants Corporation and its Board of Directors. They believe that their offer to the City of Asheville to assume the leadership of the Holiday Parade was an extremely generous one, which included outright cash payments to the City of \$80,000 over the next four years.

It is apparent to the Asheville Merchants Corporation from the comments and actions of the Asheville City Council, that the City is not interested in the proposal or in the Holiday Parade. Given the City's position, the Asheville Merchants Corporation has asked me to advise you that its offer of financial assistance in the transition of the leadership of the Asheville Holiday Parade to the City is hereby rescinded.

Walter R. McGuire (Retired)

Richard A. Wood, Jr. (Retired)

Additionally, this letter is to advise the City that the Asheville Merchants Corporation intends to notify its Parade constituencies that it will no longer be involved with the Holiday Parade. If any other organization is interested in assuming the

Drhumor Building • 48 Patton Avenue
Asheville, North Carolina 28801

P.O. Box 3180 • Asheville, North Carolina 28802

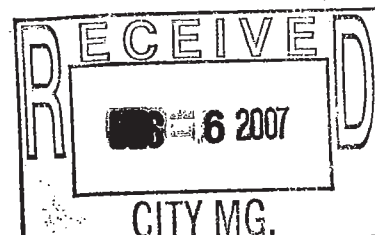
828.254.8800 • FAX: 828.252.2438 • www.mwbavl.com

MWB: 4852-1275-8274, v. 1

Client # 13389

Matter # 00

12/3/2007



McGuire, Wood & Bissette, P.A.

December 3, 2007

Page 2

leadership of the Parade, the Asheville Merchants Corporation is prepared to cooperate in the transition.

If you have any questions or would like to discuss this matter further, please do not hesitate to give me a call .

Yours truly,

McGUIRE, WOOD & BISSETTE, P.A.

By: 

W. Louis Bissette, Jr.

WLB:keb

cc: Asheville Merchants Corporation

RESOLUTION NO. 08-235

RESOLUTION APPROVING SUPPORT OF CO-SPONSORED ANCHOR EVENTS FROM
JANUARY 1, 2009 – JUNE 30, 2010

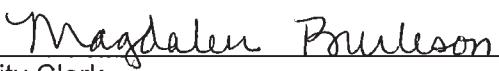
WHEREAS, the City has the authority, pursuant to N.C.G.S. 160A-353 to establish and support recreational programs; and

WHEREAS, the Parks, Recreation and Cultural Arts Department presents for consideration \$93,518 of in-kind goods and services for six (6) anchor events (Asheville Drum Circle, Asheville Greek Festival, Asheville Holiday Parade, Downtown After 5, Goombay Festival, and Shindig on the Green) between January 1, 2009, and June 30, 2010, plus waiving permit costs and fees for the remaining 26 events;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF ASHEVILLE THAT:

The six (6) anchor events (Asheville Drum Circle, Asheville Greek Festival, Asheville Holiday Parade, Downtown After 5, Goombay Festival, and Shindig on the Green) receive full co-sponsorship support for events between January 1, 2009, and June 30, 2010, for a total of \$93,518, and waive permit costs and fees for remaining 26 events.

Read, approved and adopted this 25th day of November, 2008.



City Clerk



Mayor

Approved as to form:



City Attorney

January 1, 2009 – June 30, 2010 Co-Sponsored Anchor Events


Sponsorship and Other Events																	
Date	Event	Lost Revenue			Labor			Permits & Fees					Labor/Equipment Use/Consumption				Expense Total
		Police/Police Officers	Police Officers	Police Officers	Building & Rep.	Electricity	Permit	Training/Engineering	Signage/Postage	AEP	Public Works/Sanitation	Street/Job	Water/Sept.	Occurrence Total			
4/1/2009	Asheville Drum Circle	\$125.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$125.00	\$4,500.00		
9/24/2009	Asheville Greek Festival	\$125.00	\$0.00	\$200.00	\$0.00	\$125.00	\$75.00	\$25.00	\$0.00	\$22.00	\$0.00	\$0.00	\$0.00	\$747.00	\$1,747.00		
11/21/2009	Asheville Holiday Parade	\$175.00	\$0.00	\$200.00	\$27,675.00	\$0.00	\$75.00	\$25.00	\$100.00	\$17.00	\$0.00	\$2,500.00	\$0.00	\$32,818.00	\$32,818.00		
5/15/2009	Downtown After 5	\$0.00	\$0.00	\$200.00	\$800.00	\$125.00	\$75.00	\$25.00	\$25.00	\$22.00	\$0.00	\$300.00	\$0.00	\$16,125.00	\$16,125.00		
8/27/2009	Goombay Festival	\$237.50	\$123.75	\$200.00	\$6,750.00	\$125.00	\$75.00	\$25.00	\$25.00	\$22.00	\$0.00	\$750.00	\$200.00	\$9,158.25	\$32,742.00		
7/4/2009	Shindig on the Green	\$175.00	\$0.00	\$0.00	\$0.00	\$75.00	\$75.00	\$25.00	\$0.00	\$7.00	\$0.00	\$100.00	\$0.00	\$557.00	\$5,582.00		
Total		\$765.00	\$123.75	\$200.00	\$55,375.00	\$100.00	\$500.00	\$500.00	\$176.00	\$52.00	\$0.00	\$3,000.00	\$200.00	\$93,518.00	\$93,518.00		

Date	Event	Lost Revenue			Permits & Fees					
		Parks & Rec Facility Fees	Parkg Services	Building & Fire	Electrical	Fire	Zoning	Traffic & Engineering	Bldg & Fire Tech Fee	
3/14/2009	ACS Shamrock Run	\$0.00	\$0.00	\$125.00	\$125.00	\$75.00	\$25.00	\$25.00	\$22.00	
6/1/2009	Advancing the Kingdom	\$225.00	\$0.00	\$75.00	\$0.00	\$75.00	\$25.00	\$0.00	\$7.00	
9/12/2009	Asheville Citizen Times Half Marathon	\$0.00	\$135.00	\$125.00	\$0.00	\$75.00	\$25.00	\$25.00	\$9.00	
7/19/2009	Asheville Criterium	\$0.00	\$0.00	\$0.00	\$0.00	\$75.00	\$25.00	\$100.00	\$4.00	
4/18/2009	Asheville Earth Day	\$375.00	\$0.00	\$125.00	\$125.00	\$75.00	\$25.00	\$0.00	\$22.00	
8/1/2009	Asheville Grand Prix	\$0.00	\$0.00	\$75.00	\$75.00	\$75.00	\$25.00	\$25.00	\$34.00	
6/13/2009	Brothers & Sisters 5K	\$220.00	\$0.00	\$75.00	\$0.00	\$75.00	\$25.00	\$0.00	\$7.00	
4/26/2009	Celebration Israel	\$0.00	\$0.00	\$125.00	\$125.00	\$75.00	\$25.00	\$25.00	\$22.00	
4/26/2009	Falafel 5K	\$0.00	\$0.00	\$125.00	\$0.00	\$75.00	\$25.00	\$25.00	\$9.00	
10/24/2009	Halloween Dog Festival	\$0.00	\$150.00	\$75.00	\$75.00	\$75.00	\$25.00	\$25.00	\$18.00	
10/18/2009	Hard Lox Jewish Food Festival	\$0.00	\$225.00	\$125.00	\$125.00	\$75.00	\$25.00	\$25.00	\$22.00	
1/24/2009	Hot Chocolate 10K & Kids Hill Climb	\$0.00	\$0.00	\$0.00	\$0.00	\$75.00	\$25.00	\$0.00	\$4.00	
5/3/2009	Houses of Worship Walkathon	\$0.00	\$0.00	\$125.00	\$125.00	\$75.00	\$25.00	\$0.00	\$22.00	
1/19/2009	Martin Luther King Jr. Peace March	\$50.00	\$0.00	\$75.00	\$0.00	\$75.00	\$25.00	\$0.00	\$7.00	
5/16/2009	Montford Music & Arts Festival	\$0.00	\$0.00	\$125.00	\$125.00	\$75.00	\$25.00	\$25.00	\$22.00	
5/30/2009	Night of the Ninja	\$0.00	\$0.00	\$75.00	\$0.00	\$75.00	\$25.00	\$0.00	\$7.00	
10/10/2009	Oktoberfest	\$0.00	\$120.00	\$125.00	\$125.00	\$75.00	\$25.00	\$25.00	\$22.00	
9/12/2009	Organicfest	\$0.00	\$375.00	\$125.00	\$125.00	\$75.00	\$25.00	\$25.00	\$22.00	
8/1/2009	Rockin RiverFest	\$275.00	\$0.00	\$125.00	\$125.00	\$75.00	\$25.00	\$0.00	\$22.00	
9/19/2009	Run for the Horses	\$0.00	\$0.00	\$0.00	\$0.00	\$75.00	\$25.00	\$0.00	\$4.00	
5/1/2009	Spring Market	\$465.00	\$0.00	\$125.00	\$125.00	\$75.00	\$25.00	\$0.00	\$22.00	
5/2/2009	Summer Festivals	\$250.00	\$0.00	\$75.00	\$0.00	\$75.00	\$25.00	\$0.00	\$7.00	
11/7/2009	Superhero 5K	\$0.00	\$0.00	\$75.00	\$0.00	\$75.00	\$25.00	\$0.00	\$7.00	
9/26/2009	Thomas Wolfe 8K Race	\$0.00	\$60.00	\$75.00	\$0.00	\$75.00	\$25.00	\$25.00	\$7.00	
6/1/2009	Urban Trail Block Party	\$0.00	\$150.00	\$125.00	\$125.00	\$75.00	\$25.00	\$25.00	\$22.00	
9/29/2009	WNC Run/Walk for Autism	\$290.00	\$0.00	\$75.00	\$0.00	\$75.00	\$25.00	\$0.00	\$7.00	
	sub total	\$14,660.00	\$1,815.00	\$3,925.00	\$2,775.00	\$3,075.00	\$1,025.00	\$575.00	\$632.00	
	grand total	\$28,482.00								

STAFF REPORT

To: Mayor and City Council Date: November 25, 2008

From: Roderick Simmons Prepared by: Diane Ruggiero
Director, Parks, Recreation & Cultural Arts Superintendent of Cultural Arts

Via: Gary Jackson, City Manager 

Subject: Co-Sponsorship Event Support

Summary Statement: The consideration of a resolution authorizing the City Manager to approve co-sponsor support of various events.

Review: The City of Asheville co-sponsors events that benefit local non-profit organizations and enhance the community with public events, parades, and festivals.

During the recent Request for Proposals process, 32 organizations applied for co-sponsor support for a total of 148 events from January 1, 2009 – June 30, 2010.

Staff has identified six (6) "Anchor Events": Asheville Drum Circle, Asheville Greek Festival, Asheville Holiday Parade, Downtown After 5, Goombay Festival, and Shindig on the Green. Anchor Events are those events that have a significant economic impact on the City, have become traditions within the community, and/or are unique in the experience they provide. Additionally, staff proposes waiver of fees and permit costs for the 26 non-anchor events. See attached list.

This does not support a specific goal, objective, or action item with City Council Strategic Operating Plan. This does support the current Parks, Recreation and Cultural Arts 2015 Comprehensive Master Plan by making organizations aware of the value of their support from the City and by providing clear criteria for support.

Pros:

- Generates money for the local economy.
- Provides additional quality cultural programming and diversity.
- Allows fundraising opportunities for charities.
- Expands and enhances special events and festivals in Asheville.

Cons:

- Events put a strain on City resources such as Police, Fire, Sanitation, Park Maintenance, etc.
- Events contribute to decline on infrastructure and equipment provided to the organizers.

Fiscal Impact: \$93,518 of in-kind goods and services for the six anchor events between January 1, 2009 and June 30, 2010 which is a cost savings of approximately \$217,000 from Fiscal Year 2008/09 plus \$28,482 in waived fees and permit costs. Approval of this program also increases the police overtime allocation for targeted enforcement.

Recommendation: Due to the current economic climate throughout the City of Asheville, staff recommends full support of the six (6) anchor events (Asheville Drum Circle, Asheville Greek

Festival, Asheville Holiday Parade, Downtown After 5, Goombay Festival, and Shindig on the Green) for a total of \$93,518 between January 1, 2009 and June 30, 2010.

Staff further recommends waiving permit costs and other fees for the remaining 26 events for a total of \$28,482.00 of waived fees.

Attachments:

- (1) List of co-sponsored anchor events for Jan 1, 2009 – June 30, 2010
- (2) List of non-anchor co-sponsored events
- (3) Resolution